Government of Saskatchewan

Annual Report 2002-2003

Saskatchewan Northern Affairs

Saskatchewan
Our Future is Wide Open

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Annual Report 2002-2003

Saskatchewan Northern Affairs

For the fiscal year ending
March 31, 2003

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Web address for the Saskatchewan Northern Affairs 2002-2003 Annual Report

http://www.northern.gov.sk.ca/index.html

Letters of Transmittal

The Honourable Dr. Lynda M. Haverstock
Lieutenant Governor of Saskatchewan
Province of Saskatchewan

Your Honour:

It is my honour to respectfully submit the Annual Report of the Office of Northern Affairs for the fiscal year ending March 31, 2003.

Buckley Belanger
Minister of Northern Affairs

Honourable Buckley Belanger
Minister of Northern Affairs

Dear Sir:

I am submitting the Annual Report of the Office of Northern Affairs for the fiscal year ending March 31, 2003.

I commend the staff of Northern Affairs for their efforts in improving social and economic development in northern Saskatchewan.

Respectfully submitted,

Alan Parkinson
Deputy Minister

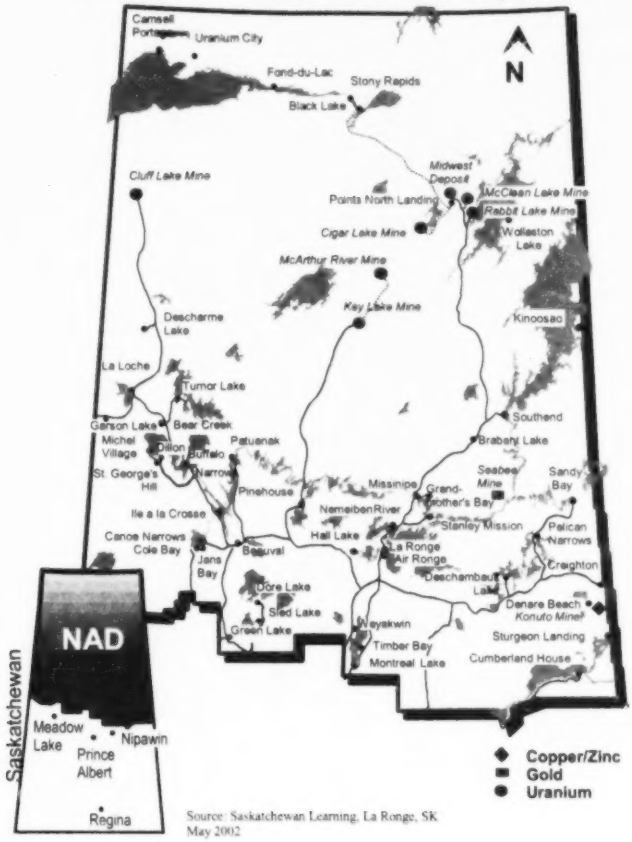
Who We Are

The mandate of the Office of Northern Affairs is to promote the social and economic development of northern Saskatchewan communities in partnership with the federal government and northern communities by supporting regional development and development of businesses and industries, and coordinating government activities in the Northern Administration District (NAD) of Saskatchewan.

Our Vision

Northern residents and communities will have opportunities to improve their quality of life and increase their self-reliance. With a greater capacity to create a viable social and economic future for themselves, northerners will take a greater role in the social and economic development of their communities and their regions.

Northern Administration District (NAD)



Source: Saskatchewan Learning, La Ronge, SK
May 2002

Overview

Saskatchewan Northern Affairs (SNA) was established in 1996, under the authority of the Northern Affairs Act, to better advocate, monitor and coordinate provincial government planning, evaluation and programming in the NAD. SNA's overall responsibilities include:

- Economic development programming and service delivery in the NAD;
- Assisting development of key sectors (i.e. mining, forestry, tourism, fisheries) of the northern economy;
- Advancing the Northern Strategy;
- Coordination of interdepartmental activities, and brokering among departments, communities and industry to resolve issues and to better capture northern opportunities; and
- Coordination of provincial government communications with northerners and northern communities.

Specific program responsibilities include:

- Delivery of Northern Development Fund (NDF) economic development programs including grants, loans, and business development services;
- Delivery of the Commercial Fishing Price Support and Freight Subsidy Program;
- Negotiation and administration of Surface Lease Agreements for northern mines, including socio-economic, land tenure, environmental and occupational health and safety provisions, as coordinated with various provincial government departments and industry;
- Operation of the Northern Mines Monitoring Secretariat (NMMS), which coordinates provincial government activities pertaining to northern uranium mining and supports the activities of the Northern Saskatchewan Environmental Quality Committee (EQC);
- The lead management role regarding federal/provincial agreements in the North.

SNA supports the development of key provincial strategic initiatives affecting the North. These include:

- Coordinate the planning and delivery of investments under the Northern Development Agreement (NDA) in conjunction with provincial/federal government and northern partners;
- Support the operation of the mineral sector Multi-Party Training Plan in co-operation with the Northern Labour Market Committee (NLMC) and Saskatchewan Learning; and
- Support the implementation of Saskatchewan's forest industry expansion program announced in 1999.

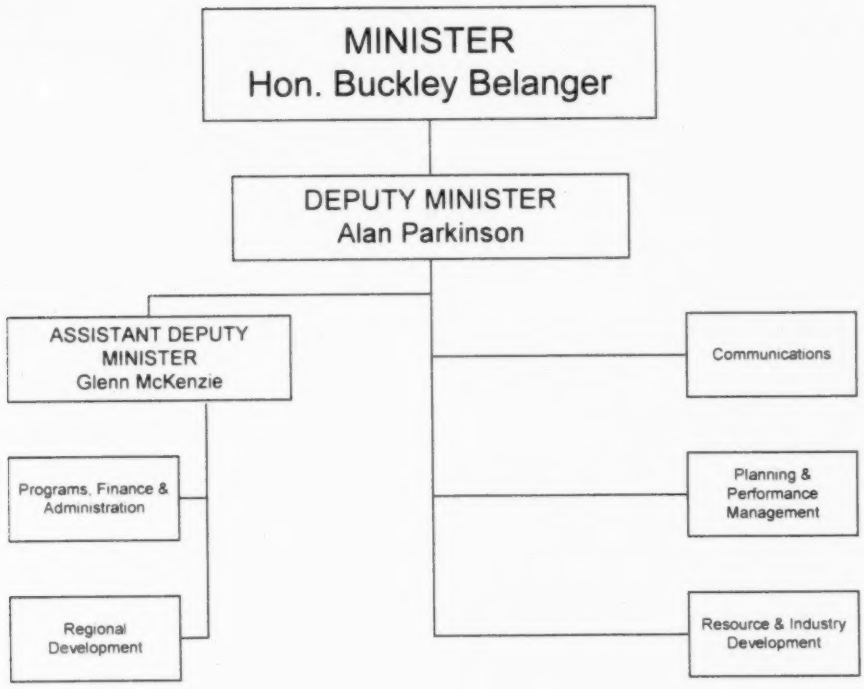
Structure and Organization

As of March 31, 2003, SNA had a total staff complement of 35.6 full time equivalents, including two ministerial assistant staff. SNA has permanent offices in Regina and La Ronge, satellite offices in Creighton and Buffalo Narrows, and a visiting office in Beauval. Most of the staff are located in La Ronge, though executive management members are located in Regina to provide liaison with the Minister of Northern Affairs and other government departments.

SNA is made up of five units: (i) Programs, Finance and Administration; (ii) Regional Development; (iii) Resource and Industry Development; (iv) Communications; and (v) Planning and Performance Management.

Organization Chart

As of March 31, 2003



Programs, Finance and Administration
Oversees the NDF, budget preparation and management, information technology, and the Commercial Fishing Freight Subsidy Program.

Regional Development
Provides financial and business support services to northern entrepreneurs, businesses, co-operatives, community development corporations and other organizations.

Resource and Industry Development
Assists northerners, industry and governments to identify, plan and implement northern resource and industry developments affording long-term social and economic benefits in the North. Manages the Northern Mines Monitoring Secretariat, Northern Saskatchewan Environmental Quality Committee program, and administers northern mineral surface lease agreements.

Communications
Advances SNA's mandate to improve government's overall communication with northern people through a variety of communications vehicles including the production of the Northern Focus radio program and newsletter. These vehicles increase northerners' awareness about economic opportunities in the NAD and their use of provincial government programs.

Planning and Performance Management
Provides overall policy support, oversees Northern Strategy planning, and leads the strategic planning and performance management process in SNA.

SNA works in partnership with federal and provincial departments, industry and northern communities and businesses. This includes, but is not limited to:

- northern economic regional development organizations to facilitate northern economic development;
- industry partners in the mining, forestry, tourism, and traditional sectors;
- northern communities, businesses, northern boards;
- provincial departments and other partners, including the Northern Development Board Corporation (NDBC), on the Northern Strategy to improve economic and social conditions for northerners;
- agencies from other provinces, who promote northern development, and the federal government in the Northern Development Ministers' Forum (NDMF); and
- other loan agencies.

Appendix A lists SNA's key partners.

Our 2002-2003 Annual Report

SNA's 2001-2002 Annual Report marked a transition in the information released to the public and stakeholders. Last year, SNA published a performance plan for the first time, identifying its strategic direction for 2002-2003 and beyond. The performance plan outlined several issues facing northerners and SNA's planned responses to the issues.

SNA's 2002-2003 Annual Report reflects a continued commitment to public reporting and accountability and serves two distinct functions:

- Reports progress against 2002-2003 planned actions; and
- Presents SNA's Performance Plan for 2003-2004 and beyond.

The 2000-2001 Budget Address announced that government would be moving to a new accountability framework, "giving Saskatchewan people solid reference points by which to judge the performance of their government." The continuing improvements in the Annual Report tie to the ongoing co-operation, coordination, and implementation of this broader initiative.

2002-2003 Fiscal Year Results

Overview of Plan for 2002-2003 and Beyond

SNA identified three goals and seven objectives in its plan for 2002-03 and beyond, released in August 2002. The plan outlined SNA actions for building more sustainable northern communities and improving the quality of life in the North.

Our Vision

Northern residents and communities will have opportunities to improve their quality of life and increase their self-reliance. With a greater capacity to create a viable social and economic future for themselves, northerners will take a greater role in the social and economic development of their communities and their regions.

Our Goals and Objectives

Goal 1: Self reliant residents and communities in the North

Objective 1 – Greater local involvement in community and development planning and decision-making in the North

Objective 2 – Improved ability for northerners to access the workforce (employability of northerners)

Objective 3 – Increased workforce participation and employment levels in the North

Goal 2: A viable and sustainable northern economy

Objective 1 – An expanded and diversified northern economy

Objective 2 – Increased management and ownership of businesses by northerners

Goal 3: Responsive and effective government in the North

Objective 1 – Improved transparency in provincial government planning, programming and evaluation of northern initiatives

Objective 2 – Strengthened communication of government programs in the North

The goals and objectives reflect the areas in which SNA can undertake direct action, as well as those areas in which the department's role is more of an advocate, coordinator and facilitator, particularly among government departments, industries, businesses and key stakeholder groups in the North.

Results at a Glance

SNA notable accomplishments in 2002-2003 will set the stage for further progress. Highlights of the most significant results and future challenges are shown by strategic goal.

Key Accomplishments

Goal 1: Self-reliant residents and communities in the North

- ☐ The Minister of Saskatchewan Northern Affairs, the Interim Northern Development Board and the federal government signed the Northern Development Accord and the Canada-Saskatchewan Northern Development Agreement, a five-year $20 million agreement, on October 17, 2002.
- ☐ SNA established the 15-member Northwest Development Council (NWDC) made up of business people to promote business opportunities in northwest Saskatchewan and to work with the provincial government to create economic development strategies. It functions in place of three former Community-based Regional Economic Development Organizations.
- ☐ As part of the development of a Non-Timber Forest Products (NTFP) strategy for the North, SNA collaborated with Saskatchewan Agriculture, Food and Rural Revitalization (SAFRR) to help plan and financially support a number of demonstration projects including: a series of wreath making workshops; a fiddlehead ferns pilot harvesting project; and a series of wild mushroom workshops. Kitsaki Management Ltd. Partnership planned and delivered the wild mushroom workshops.
- ☐ SNA started discussions with Saskatchewan Environment to commence development of a "road map" outlining the procedures and requirements necessary for northern mining projects to proceed from exploration to development.

Goal 2: A viable and sustainable northern economy

- ☐ SNA led the interdepartmental development and implementation of a strategy seeking federal funding to clean-up abandoned uranium mines in northern Saskatchewan.

- SNA renegotiated four existing mineral surface lease agreements addressing socio-economic, land tenure, environmental and occupational health and safety provisions in coordination with various provincial government departments and industry.
- Through the Northern Development Fund (NDF) loan program, SNA approved 19 commercial loans totaling $1,852,706 and 74 primary production loans totaling $436,083 to northern businesses and entrepreneurs. Through the grant program, approved 44 grants for a total of $522,749.
- SNA helped create or maintain an estimated 202 jobs through NDF loan assistance.

Goal 3: Responsive and effective government in the North

- SNA published Northern Saskatchewan – A Century of Transformation, a synopsis of socio-economic developments in northern Saskatchewan over the past century.
- SNA produced 30 weekly Northern Focus radio features for broadcast and two Northern Focus newsletters.

SNA's budget was $4.478 million. Separate from the budget, SNA received a transfer from Saskatchewan Industry and Resources for $28,000 in support of the Northern Development Accord.

Total expenditures were $4.394 million, a variance of $84,000.

Summary of actual expenditures:
(in thousands of dollars)

Personal Services	$1,719.2
Travel**	$424.4
Transfers	$1,144.5
Supplier Payments	
Contract Services	$633.4
Communications	$81.5
Supplies and Services	$32.2
Equipment and Other Assets	$198.4
Other Expenditures	$160.4
Total	**$4,394**

(**Includes travel expenses for the Northern Review Board (NRB), Environmental Quality Committee (EQC) and Minister's Office)

SNA is responsible for management of the Northern Development Fund. The objective of the NDF loan program is to facilitate northern business development and diversification through the provision of term loans to eligible northern residents and businesses. Northern businesses and entrepreneurs received $2.1 million in loans from the NDF.

More information about the NDF is available on the SNA website.

2002-2003 Performance Results

This section provides information on progress SNA made toward long-term objectives.[1] As SNA did not publish performance measures in 2002-2003, measures are not included in this section. The 2003-2004 plan includes new performance measures. SNA will continue to develop measures to gauge progress.

[1] As noted in our 2002-2003 Performance Plan, many of the actions listed for 2002-2003 are part of continuing initiatives from 2001-2002.

Goal 1: Self-Reliant Residents and Communities in the North

Objective 1: Greater local involvement in community and development planning and decision-making in the North

Northerners need greater local and regional input into decision-making in the NAD. They also need to be better represented in public advisory roles, and assured their views and concerns are being considered and addressed. Further promotion and support of local planning and decision-making initiatives will build on progress made toward having decisions affecting northerners made in the North.

Effective northern representation on local and government committees and boards is essential in public decision-making efforts. Proper accountability and communication structures between committees and stakeholder groups are critical.

Strides were made to increase northern participation and involvement in planning and decision-making. The Northern Development Board Corporation (NDBC) will represent northerners' interests in the recently signed Northern Development Agreement. Further, the Environmental Quality Committee (EQC) representatives are increasingly involved in planning activities.

Key Results

Key actions shown were originally presented in SNA's 2002-2003 plan and are followed by actual progress toward the key action.

☐ **Advocate and support increased and effective participation of northerners in key decision-making bodies that address development opportunities and challenges in the North, including:**

- **Northern Labour Market Committee (NLMC)**
- **Environmental Quality Committee (EQC)**
- **Northern Review Board (NRB)**
- **Interim Northern Development Board (INDB)**
- **Regional Planning Councils**
- **Athabasca Economic Development and Training Corporation (AEDTC)**
- **Land Use Planning tables**

▪ With the October 17, 2002 signing of the Canada-Saskatchewan Northern Development Accord and Agreement (NDA), the NDBC replaced the Interim Northern Development Board (INDB). The NDBC, a registered, non-profit corporate entity, represents the interests of northerners in the Agreement.

▪ All northern Saskatchewan Environmental Quality Committee (EQC) representatives participated in the initial consultation and development of the 2003-2004 EQC work plan. The co-chairs of the EQC were directly involved in the recruitment and screening of the new Northern Mines Monitoring Secretariat Manager with SNA. EQC community representatives have an increased sense of "ownership" of the EQC program through these activities.

▪ The Northwest Development Council was established to promote business opportunities in northwest Saskatchewan and to establish a link between the business sector and provincial government. The 15-member council replaced three Community-based Regional Economic Development Organizations (CREDOs) that previously served northwest Saskatchewan.

▪ SNA provided technical advice and human resource support to four Land Use Planning initiatives: La Ronge Integrated Land Use Management Plan; Athabasca Land Use Plan; Amisk-Atik Integrated Land Use Plan; and North-Central Integrated Land Use Plan. In the latter case, SNA ensured socio-economic information on the area was considered in the planning process and assisted other provincial advisors to facilitate participants' understanding of the planning process and concepts. This ensured community members' awareness of the value of their contributions to the development of land use plans that will provide bases for future development activities in their regions.

☐ **Engage northern stakeholders in the design, development and implementation of new regional economic development vehicles.**

▪ SNA consulted with members of CREDOs on the development of a new regionally based economic development model. The new Regional Development Corporation model will be established in 2003-2004.

☐ **Implement and deliver community and regional tourism planning workshops, as part of Phase 2 of the Northern Tourism Task Team initiative.**[2]

- Led by SNA and Tourism Saskatchewan, the Northern Tourism Task Team's work is currently in Phase II. Community workshops and stakeholder sessions in 2001-2002 identified community-based planning as the necessary catalyst to tourism planning and development for the North. Pilot communities for tourism-planning models were identified in 2002-2003. Implementation of the pilot projects will begin in 2003-2004.

Objective 2: Improved ability for northerners to access the workforce (employability of northerners)

Limited education, skill development, workplace experience and access to training impede northerners' ability to compete for jobs even within their own region. Northerners need access to relevant training to effectively participate in the workforce. They need opportunities to gain essential skills and experience to compete for jobs. SNA will continue to support initiatives designed to develop innovative and responsive solutions to job-related training needs in the North.

In the NAD, the employability of northerners continued to be enhanced through a strong partnership approach. The NLMC and its sub-committees continued to identify potential training opportunities to provide northerners with an opportunity to better access the workforce.

The Non-Timber Forest Products strategy provided northerners with the opportunity to participate in a number of workshops to help them capture opportunities in this growing economic activity.

Key Results

Key actions shown were originally presented in SNA's 2002-2003 plan and are followed by actual progress toward the key action.

☐ **Co-chair the Northern Labour Market Committee (NLMC).**

- The Deputy Minister of Northern Affairs continued to co-chair the NLMC,[3] which held four meetings. The NLMC is the main forum for government, employers and other agencies to address training, employment and related economic development issues in the North. The NLMC produced the annual Northern Saskatchewan Regional Training Needs Assessment Report and re-established the Youth sub-committee in a broader partnership with the Northern Human Services Partnership (NHSP). The NHSP is made of several departments and agencies that work together to plan and deliver integrated human services to the north. The Education and Training sub-committee completed the Northern Education Indicators report on trends and emerging challenges for schools. The NLMC sets the tasks and direction for 11 sub-committees which undertakes most of its work.

☐ **Support the Northern Labour Market Education and Training sub-committees in forestry, the mineral sector, and the oil sands.**

- SNA staff actively participated and provided advisory assistance to the mining, forestry, and oil sands sub-committees.
- The Mineral Sector Steering Committee assessed the second Multi-Party Training Plan (MPTP) that was in effect from 1998 to 2003. The MPTP involved matching northern training programs with the projected program needs of the northern mining industry. The first four years involved expenditures and contributed services valued at $14 million; the fifth year (2002-2003) is being tabulated.

[2] This key action is a continuation from 2001-2002.

[3] SNA co-chairs the NLMC with 1) First Nations/Métis agencies alternating; 2) Industry/training institutes alternating.

- The Forestry Training sub-committee continued to deliver forest management and operations training to northern stakeholders. Northern beneficiaries from forestry training initiatives included residents from Creighton to Meadow Lake, including many businesses from west side communities within the commercial forest zone.
- The NLMC Oil Sands sub-committee helped 12 northerners obtain employment in the Fort McMurray oil sands. The sub-committee also engaged in discussions with Fort McMurray representatives about the development of a northern road link connecting the Northern Village of La Loche to northeastern Alberta. The highway, if established, will reduce labour market stresses in the oil sands development occurring in the Fort McMurray area and will increase access from Alberta to businesses and tourism facilities in northwestern Saskatchewan.

☐ **Work with the NLMC, industry sectors and northern educational institutions to increase the number of training programs such as the mineral sector Multi-Party Training Plan.**

- No new MPTPs were negotiated in 2002-2003. In 2003-2004, the potential negotiation of a third, five-year mineral sector Multi-Party Training Plan will be considered through the NLMC.

☐ **Advocate the development of education and training initiatives with key government departments.**

- As part of the development of a Non-Timber Forest Products (NTFP) strategy for the North, SNA collaborated with Saskatchewan Agriculture, Food and Rural Revitalization (SAFRR) and Kitsaki Management Ltd. Partnership to plan and financially support the delivery of wild mushroom harvesting training workshops. The workshops in communities in the North-West, Central, and Athabasca areas of the NAD commenced in the fourth quarter of 2002-2003 and will continue into the first quarter of 2003-2004.
- With support by SAFRR, held an additional four workshops in various communities in the North. These focused on the harvesting, processing and marketing of non-timber forest products. Seven more workshops will be held early in 2003-2004.
- Together with SAFRR, SNA helped plan and financially support the start of a seasonally-based fiddlehead fern harvesting and processing pilot project at Cumberland House. The project aimed at transferring technical skills so community members can eventually operate their businesses independently.
- Through the support of the uranium industry-sponsored Community Vitality Monitoring Partnership Program (CVMPP) and its 2002 Youth Leadership Workshop initiative at the Key Lake mine site, four of the more than 30 northern youth participating in the workshop presented their findings and recommendations to members of Cabinet and the Speaker of the House in March. They stressed the need for an increased emphasis on improved maths and sciences education programming in northern curricula. SNA chairs the CVMPP and collaborates with industry and other department representatives in planning program initiatives.
- Under the Northern Mines Monitoring Secretariat (NMMS) initiative, three additional high school students from three northern communities participated once again with Saskatchewan Environment (SE) officers in conducting field sampling at Key Lake under the Cumulative Effects Monitoring Program (CEMP). The field experiences, coupled with presentations at the students' high schools, reinforce the importance of maths and sciences to young students and demonstrate career possibilities upon graduation.
- Refer also to a forestry business incubator pilot project and forestry landscape inventory project under Goal 2,Objective 1.

Objective 3: Increased workforce participation and employment levels in the North

Developing a skilled labour force and enabling northerners to play a more active role in the northern economy requires more than training. Economic opportunities exist through mining, forestry, tourism, construction and human services sectors. Many northerners lack the means to identify or to take advantage of these opportunities. Industry, businesses and government must play a role by communicating human resource needs more effectively, taking part in the development or delivery of job-related training and apprenticeship programs, and supporting the participation of northerners in their workforce.

SNA continued to work with northerners, other departments and industry to ensure northerners are active participants in key resource sectors. In 2002-2003 there was a slight increase in the average number of northern mine employees and long term contractors. More than 500 licensed fishers were supported through the Commercial Fishing Freight Subsidy and Price Support Program.

The Northern Development Accord and Agreement, signed on October 17, 2002, will provide opportunities for northerners to improve regional economic infrastructure, employment prospects through training and practical skill experience, educational and business expertise, research and industry innovation, and business investment in the North.

Key Results

Key actions shown were originally presented in SNA's 2002-2003 plan and are followed by actual progress toward the key action.

☐ **Assess and review the Northern Hire Policy to improve training and recruitment initiatives within the public sector.**

- Limited staff resources prevented review of the policy in 2002-2003. Review of the Northern Hire Policy will take place in 2003-2004.

☐ **Ensure that northern participation in the mining workforce is maintained.**

- The northern mining sector employed an average of 773 northern employees (company and contract workers) in 2002, compared to an average of 744 in 2001.[4]
- SNA continued to coach northern mining companies' completion of suitable Northern Business Opportunity Forecasts and their subsequent Northern Business Participation Reports, as required under each mine's surface lease agreement.
- SNA provided input in response to Cameco Corporation's interest in developing its Key Preferred Northern Suppliers' guidelines.
- With Cameco, SNA coordinated discussions with the EQC on Cameco Corporation's proposed by-products recycling initiative at Key Lake. The EQC indicated its support of the project to Saskatchewan Environment (SE). If all required approvals are received, the project will enable Cameco to better protect its market share, its northern Saskatchewan operations and related labour requirements.

☐ **Ensure northern community issues and interests are addressed as part of the implementation of the Forest Economic Development Strategy.**

- SNA maintained ongoing discussion with SE's Forest Ecosystem Branch officials on options for increasing the sustainable allocation of fibre to the emerging west side forest milling interests.
- With the La Ronge office of SAFRR and Kitsaki Management Ltd. Partnerships, SNA began the development of a Non-Timber Forest Products (NTFP) Strategy for the northern commercial forest. A joint effort between government and northern interests, the first stage of strategy development included:
  - Establishment of an interdepartmental working group (e.g. SNA, SAFRR, SE) to coordinate planning and project deliveries;
  - Establishment of two series of community-based NTFP harvesting/processing workshops and a pilot commercial project to be delivered in various northern locations and focusing on different non-timber products—floral items (e.g., wreaths) and natural foods (e.g., fiddleheads; wild mushrooms). Findings of the workshops and the pilot project (expected in late spring/summer 2003)

[4] Source: Saskatchewan Learning, La Ronge

will assist further development of the NTFP strategy during 2003-2004.

- Started regular meetings with Saskatchewan Forest Centre staff and northern-based provincial government staff working on various forestry files. This created discussions on coordinated responses related to the northern forest industry expansion.
- Advocated colleague department's provision of sustained provincial funding for Northwest Communities Wood Products' (NWCWP) pre-operational funding requirements.
- SNA, together with Crown Investments Corporation (CIC), addressed Green Lake Métis Wood Products' (GLMWP) need for working capital refinancing and limited capital improvements.
- Supported SE's lead role in facilitating the negotiation of shareholder and wood supply agreements between NWCWP and GLMWP. This will enable the continued operations of the Green Lake sawmill.

☐ **Undertake initiatives aimed at promoting, facilitating and stimulating economic and business development including activities listed under Goal 2.**

- The Minister of Saskatchewan Northern Affairs, the Interim Northern Development Board (INDB) and the federal government signed the Northern Development Accord (NDA) and a $20 million Canada-Saskatchewan Northern Development Agreement on October 17, 2002.

  The $20 million five-year agreement is the first initiative funded under the Accord and will provide opportunities for northerners to improve regional economic infrastructure, employment prospects through training and practical skill experience, educational and business expertise, research and industry innovation, and business investment in the North.
- Initiated discussions with SE regarding the need to develop a "road map" outlining the procedures and requirements necessary for a mining project to proceed from exploration to development.
- SNA reviewed and advocated environmental approval of the Anglo-Rouyn project involving reprocessing tailings from an old copper mine to extract gold. The project will afford the potential for short-term northern employment and business opportunities.
- SNA provided $7,000 toward a feasibility study to evaluate a limestone-quarrying project near Pinehouse, and lobbied the mining industry and potential funding agencies to be involved. The study recommended more diamond drilling and SNA served as an advocate to secure industry funding in the drilling work. The $375,000 drilling program will take place the summer of 2003.
- SNA supported the northern commercial fishing industry with $369,100 in payments under the Commercial Fishing Freight Subsidy and Price Support Program to more than 500 licensed fishers. An annual payment of $15,000 was made to the Freshwater Fish Marketing Corporation for administering the program.
- Produced an updated Northern Business Directory.

Goal 2: A Viable and Sustainable Northern Economy

Objective 1: An expanded and diversified northern economy

A strong, diversified northern economy will improve the quality of life for northerners by offering more employment options and increasing local resilience to market fluctuations. The number of businesses in the NAD and the number of businesses owned by northerners are indicative of the strength of the local economy. SNA will work with government, private industry and the public sector to facilitate and stimulate business development in the NAD.

In partnership with others, SNA continued work in major resource sectors including forestry, mining, commercial fishing and tourism. Under the Saskatchewan Commercial Fisheries Strategy, plans for the development of a Saskatchewan based fish processing facility continued. SNA also continued to negotiate and administer mineral surface lease agreements, and continued to advance northern participation in forest expansion opportunities.

Key Results
Key actions shown were originally presented in SNA's 2002-2003 plan and are followed by actual progress toward the key action.

☐ **Coordinate the development of a northern forest opportunities realization strategy related to timber and non-timber forest products.**

- Specific initiatives are being pursued to help northerners capture northern forest development opportunities in lieu of the development of a formal strategy. SNA continued efforts in a number of areas to pursue/advance northern capture in forest expansion opportunities in the NAD in collaboration with colleague departments/agencies and the northern business sector. The strengthening of the northern forest sector, including benefits and capture by northerners, continues to be a priority for the department. Examples of specific activities SNA will continue to support beyond 2002-2003 are:
  - Non-timber forest products strategy development and initiation of proposed pilot projects;
  - Continued encouragement/advice and technical support to Cumberland House Development Corporation to prepare a community economic development plan capitalizing on locally available forest resources; and
  - Ongoing counsel/advice and/or provision of financial support to La Loche Wood Products, Northwest Communities Wood Products (NWCWP) and Green Lake Métis Wood Products (GLMWP) and numerous northern logging and hauling contractors in support of their continued business planning and operations development.

☐ **Support the development of northern forestry business, and the implementation of a long-term forest business incubator.**

- Facilitated La Loche Wood Product's identification of technical expertise to assist in analysis of mill efficiencies and to undertake development of a residuals management plan for their small sawmill operation.
- Participated with all parties concerned with partnership and wood supply negotiations between NWCWP and GLMWP.
- The Forest Landscape Inventory Project, funded with $350,000 from the Centenary Fund, was completed. A report of the results will be released in 2003-2004. The project had two objectives: to begin work on the landscape inventory of the province's timber reserves in the northwest side of the province, and to use the project as a training initiative for northern people. SNA, in partnership with Saskatchewan Environment (SE), NWCWP, the Northern Village of La Loche, and Kitsaki Management Ltd. Partnership, led the project.
- The forestry business incubator pilot project, which received a $150,000 grant from the Centenary Fund in 2001-2002, was completed March 31, 2003. A final report will be released. The project involved contracting experienced management and technical mentors to assist 13 forest sector contractors improve their business and management skills.

☐ **Implement goals of the Saskatchewan Commercial Fisheries Revitalization Strategy, including supporting the development of a Saskatchewan-based fish processing facility and providing continued support and assistance to local and regional sectoral organizations.**

- In January 2003, the Saskatchewan Securities Commission approved the Offering Memorandum to allow shares to be sold for a Saskatchewan-based fish processing plant. SNA staff met with representatives of 24 NAD fishing co-operatives. The more than 100 fishers in attendance supported a fish plant based in Prince Albert. By March 31, 2003, six co-operatives had purchased shares in the proposed fish plant and eight others made commitments to join. Over 200 fishers agreed or already joined.

- Support for the Saskatchewan Commercial Fishing Revitalization included the completion of 15 of 17 fisheries lakeside infrastructure improvement projects; nine of which were completed in 2002-2003. The remaining two will be completed in 2003-2004. SNA supported negotiation of a draft Memorandum of Understanding with the Freshwater Fish Marketing Corporation for Saskatchewan-based fish processing.

☐ **Support of the tourism industry, in part through the development of a tourism development framework as part of the Northern Tourism Task Team initiative.**

- Refer to Goal 1, Objective 1 regarding the Northern Tourism Task Team initiative.

☐ **Other Key Results**

SNA:

- Led the interdepartmental development and implementation of a strategy seeking a federal funding commitment to clean-up abandoned uranium mines in northern Saskatchewan. The strategy proposes maximum involvement of, and benefits for, northerners ideally through the establishment of a new partnership company to deliver the project.
- Identified an opportunity and worked with SE to incorporate northern socio-economic benefit clauses as recommended by SNA into a new Quarry Lease for the Hanson Lake silica sand deposit.
- Identified the need and began discussions with SE to develop new SE policies to address the calculation of more effective dates for cessation of lease fees in early surrender situations and revision of lease fees to accommodate reclaimed and decommissioned mining lands. SE has begun the development of a formal Relinquishment and Fee Adjustment Policy. This is expected to be adopted early in 2003-2004.
- Secured provincial regulatory and development agencies' concurrence for Ministerial authorization of an assignment of interest in the Cigar Lake Surface Lease Agreement from Cigar Lake Mining Corporation to Cameco Corporation.
- Negotiated a new surface lease in June 2002 for the Seabee gold mine. Subject to environmental approvals, this will enable expansion of the mine's tailings management capacity and, as a result, sustain operations that provide for the continuation of 132 jobs and $2.1million in annual expenditures in the North.
- Obtained Ministerial approval of Partial Surrenders of Lease Lands for the McArthur River Surface Lease Agreement and Contact Lake Surface Lease Agreements effective March 5, 2003 and March 31, 2003, respectively.
- Secured approval for renegotiated Cluff Lake, McClean Lake and Midwest Joint Venture Surface Leases, effective April 10, 2002.

Objective 2: Increased management and ownership of businesses by northerners

The number of businesses owned and managed by northerners in the NAD is important to the long-term economic success of the region. Through ownership and operation of northern businesses, northerners are more actively involved in the local economy, work force and community. Keeping a greater portion of business revenues in the North encourages more spending locally and reinvestment in the community, which, in turn, fosters more resilient and diversified economies.

The Northern Development Fund contributed to increased ownership of businesses by northerners.

Key Results

Key actions shown were originally presented in SNA's 2002-2003 plan and are followed by actual progress toward the key action.

☐ **Increase the number of viable business development proposals by northerners supported through the Northern Development Fund's (NDF) loan and grant programs.**

- Through the NDF, approved 19 commercial loans totaling $1,852,706, and 74 primary production loans totaling $436,083. Compared to 2001-2002, the number of loans approved decreased, but the amount of funding increased.

- Clients receiving NDF assistance estimated creation or maintenance of 202 jobs through NDF loans they secured. This included 22 new and 64 maintained jobs resulting from commercial loans and 60 new and 56 maintained jobs resulting from the primary production loans.
- Approved, through the NDF grant program, 44 grants valued at $522,749. This included 32 grants for marketing, research and development totaling $218,044; three grants for organizational and business skills development projects totaling $12,425; three youth entrepreneurship grants totaling $17,280; and including six operating grants for Community-based Regional Economic Development Organizations (CREDOs). Provided $275,000 in NDF grants to the operations of CREDOs. A regionally based economic development model will replace the CREDOs in 2003-2004 (refer to Goal 1, Objective 1).

☐ **Further promote the NDF grant and loan programs to encourage a higher participation rate in both initiatives.**
- The NDF grant and loan program was promoted through the Northern Focus newsletter, advertisements in Opportunity North, and SNA staff interaction with clients and stakeholders.
- The success of the grant and loan program resulted in full utilization of the grant fund and a total of $2.288,789 in issued loans. In 2001-2002, 27 commercial loans and 76 primary production loans totaling $1,785,162 were approved. The number of loans approved decreased, but the amount of loans approved increased.

☐ **Consult and encourage other government departments and industry to use Opportunity North and other northern communication vehicles to promote commercial development opportunities in the North.**
- SIR committed to profile new northern Saskatchewan forestry opportunities in Opportunity North – a northern private sector publication focusing on resource sector developments in northern Saskatchewan.

☐ **Support specific northern forest sector business development partnerships.**
SNA:
- Coached Northwest Communities Wood Products (NWCWP) and Green Lake Métis Wood Products Ltd. (GLMWP) officials' negotiations to resolve differences and to successfully conclude a new business partnership agreement (and related wood sale agreements) supporting continued GLMWP operations.
- Provided debt capital to assist GLMWP's continued operations.
- Developed, along with SAFRR and the Delta Trappers and Outfitters Co-operative, a fiddlehead greens harvesting, processing, and marketing pilot project in Cumberland House. The objective was to encourage business skill development intended to help the Co-op members run a seasonal business independently. The project will carry into the latter portion of spring 2003.

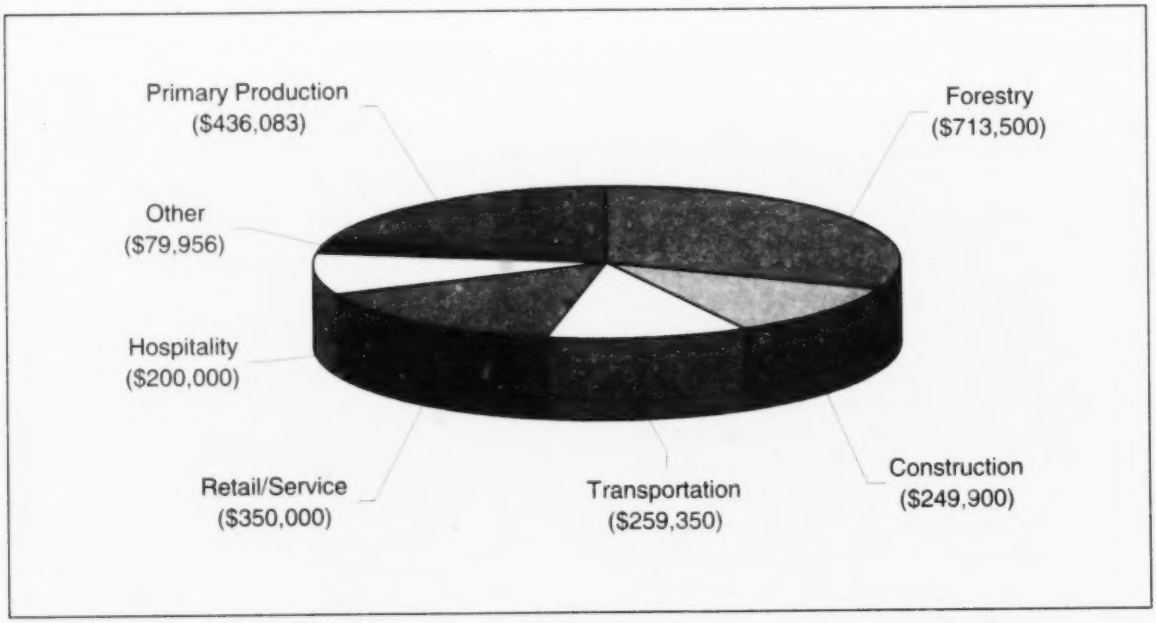


Figure 1: 2002-2003 Northern Development Fund Loans Summary by Industry Sector

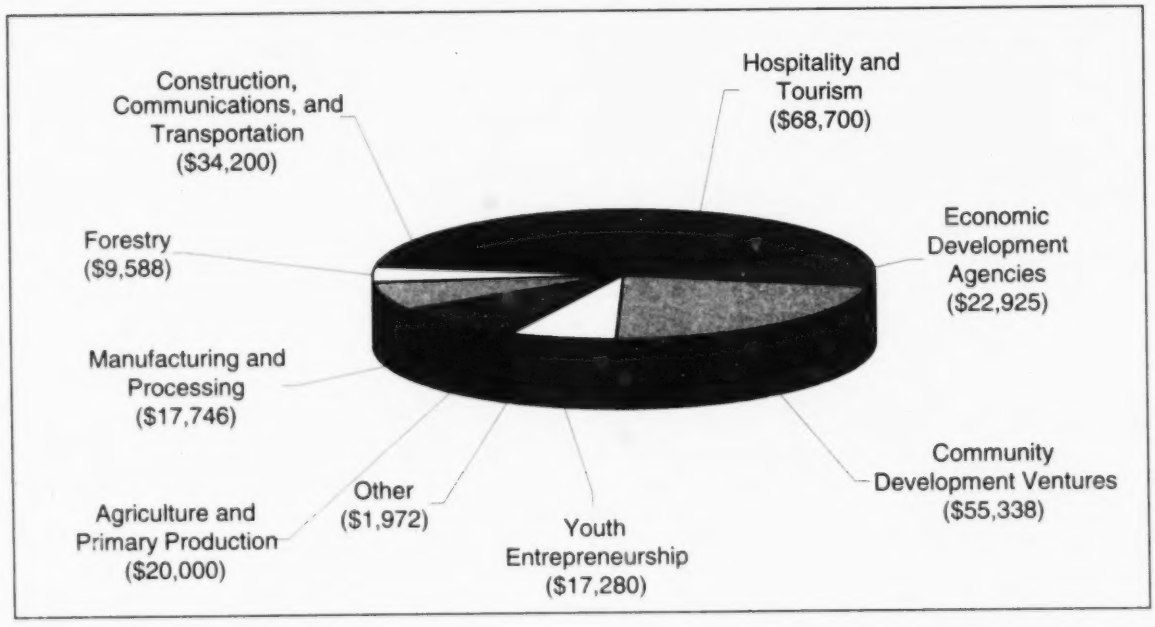


Figure 2: 2002-2003 Approved Northern Development Fund grants by sector. In addition to these, six grants totaling $275,000 were provided in support of the 2002-2003 operations of the CREDOs.

- In co-operation with SAFRR and Saskatchewan Learning, assisted with planning and presentation of Non-Timber Forest Product Workshops that focused on introducing participants to wild mushroom harvesting and wreath-making as new employment and business opportunities. Of 11 planned workshops in various northern communities, four were delivered in 2002-2003 and the balance will be delivered in 2003-2004.
- With SAFRR and Kitsaki Management Ltd. Partnership, assisted with planning and organization of community-based Wild Mushroom Harvesting Workshops. When delivered in the first quarter of 2003-2004, the workshops will focus on development of harvesting, sustainable resource management, and business development skills for residents in North-West, Central, and Athabasca areas of the NAD.
- Continued to advocate at the Saskatchewan Forest Centre Board table and among new/emerging forest enterprises in northwest Saskatchewan to promote more northern participation on the Board, the establishment of business linkages, and benefits to northern forest operations of greater uptake of the Centre's technical expertise and information.

Goal 3: Responsive and Effective Government in the North

Objective 1: Improved transparency in provincial government planning, programming, and evaluation of northern initiatives

Pubic reporting on northern initiatives is an essential part of improving transparency and public accountability. Through newsletters, radio and other advertising, northerners can be better informed of provincial government programs and initiatives in the North.

Northern Focus, Opportunity North, and "You Were Asking" were the main vehicles used to promote northern Saskatchewan events and programs. Also, Northern Saskatchewan – A Century of Transformation, highlighting the development of northern Saskatchewan was published.

Key Results

Key actions shown were originally presented in SNA's 2002-2003 plan and are followed by actual progress toward the key action.

☐ **Provide information to the public on opportunities in the North and SNA programs or initiatives through various media including: SNA's Northern Focus newsletters and radio program, the publication of a four-page insert bulletin in each issue of Opportunity North,**

- SNA Communications produced 30 weekly Northern Focus radio features for broadcast throughout northern Saskatchewan by Missinipe Broadcasting Corporation (MBC), and two Northern Focus newsletters. Northern Focus programming featured radio interviews and news articles from a number of government departments, stakeholders and partners. Topics included the Northern Development Accord/Agreement, northern economic development, education and training, physical activity, health and transportation. Highlights included successful use of government programs by northern residents, organizations and communities.
- As part of the Northern Mines Monitoring Secretariat (NMMS)/Environmental Quality Committee (EQC) program, SNA continued funding a four-page centre insert in Opportunity North. The insert reports on EQC activities and initiatives related to monitoring of northern uranium mining industry developments and operations. In addition, the NMMS program continued its "You Were Asking" weekly radio feature through the MBC. Broadcast throughout the North, in Cree and Dene, the feature addresses concerns and interests northerners have about the uranium industry's operations, how it is regulated and its future development.

☐ **SNA will produce a public report on recent social and economic accomplishments in the North.**

- In August 2002, Northern Saskatchewan – A Century of Transformation was published and distributed, with a letter of introduction by Minister Buckley Belanger, to northern communities, educational facilities, libraries and northern leaders. It is a synopsis of socio-economic developments in northern Saskatchewan over the past century with specific emphasis on the past 10 years.

☐ **Develop a comprehensive communication strategy and action plan. Efforts will focus on increasing public knowledge and understanding government programs.**

- Plans to survey northerners as to their awareness of key provincial government services in the North and the most effective communication vehicles to increase such awareness have been discussed internally. Implementation of this assessment and development of the appropriate communications strategy and action plan has been delayed until 2003-2004.

☐ **Together with Saskatchewan Environment, SNA will provide regular updates on progress in implementing the Saskatchewan Commercial Fisheries Strategy.**

- SNA provided updates in its 2001-2002 Annual Report. This annual report provides an update under Goal 2, Objective 1. SNA will continue to provide regular updates through its Annual Report.

☐ **Continue to involve the Environmental Quality Committee (EQC) in the review and evaluation of potential changes/ improvements to Saskatchewan government policies and procedures related to the regulation and development of the northern (uranium) mining sector.**

- SNA's NMMS Manager continued to plan and coordinate EQC meetings with Cameco Corporation officials to support the EQC's ongoing assessment of Cameco's proposed recyclable products reprocessing initiative at Key Lake, and to further discussions regarding options for decommissioning the above-ground waste rock pile at Key Lake.

- SNA has committed $12,000 in 2002-2003 and 2003-2004 as one of five provincial departments supporting a two-year, $180,000 joint government-industry feasibility assessment of a long-term epidemiological study of uranium mine workers. The results will be shared with EQC representatives given their mandate to monitor the regulation and development of northern Saskatchewan's uranium industry.

- EQC community representatives were briefed on Saskatchewan's plan and progress in trying to secure the federal government's commitment to fund the clean-up of abandoned uranium mine sites in northern Saskatchewan.

☐ **Other Key Results**

- SNA continued work with provincial and territorial officials from across Canada under the Northern Development Ministers' Forum (NDMF), to develop a Northern Awareness Enhancement Campaign. The campaign intends to raise awareness of the contributions northern regions in Canada make to Canadian society and its economy, and the further opportunities possible with additional investment in the North.

Objective 2: Strengthened communication of government programs in the North

Effective communication of existing government programming is key to the success of such programs. Enhancement of existing communication vehicles to raise awareness levels of government programs in the North may be required. SNA will continue to explore effective and efficient means for communicating northern programming.

Communication of government programs in the north continued through Northern Focus, Opportunity North, and "You Were Asking." Early in 2003-2004, SNA will determine representative Northerners' awareness of and satisfaction with SNA's communication vehicles and services. This will provide future direction on how to strengthen communications in the future.

Key Results

Key actions shown were originally presented in SNA's 2002-2003 plan and are followed by SNA's actual progress toward the key action.

☐ **Ensure that the information provided is broad based and includes data gathered from a number of provincial government departments.**

- Refer to Goal 3, Objective 1 regarding production of the Northern Focus newsletter and radio program.

☐ **Produce a public report on recent social and economic accomplishments in the North.**

- Refer to Goal 3, Objective 1 regarding the publication of Northern Saskatchewan – A Century of Transformation.

☐ **Assess existing communication tools to ensure they enhance public information about government programs in the North.**

- SNA is assessing existing communications to gauge awareness of government programs. This assessment will carry over into 2003-2004.

☐ **Other Key Results**

- SNA's Minister participated in the 2002 Northern Development Ministers Forum. This provided an opportunity to advance transboundary initiatives with neighbouring northern jurisdictions and to highlight northern Saskatchewan's progress (and challenges) in job and business creation, particularly in the mining, forestry, tourism and commercial fishing sectors.
- SNA played a lead role in determining and co-ordinating the specific inputs from colleague departments into Saskatchewan's contributions to a Recruitment and Retention Best Practices Inventory (in Northern Regions) presented to the 2002 Conference of Federal-Provincial-Territorial Ministers Responsible for Northern Development. The report will be shared among contributing departments from the 11 participating jurisdictions (including Canada) in the Forum, so they are more aware of innovative and successful approaches being used in other jurisdictions to recruit and retain "difficult to fill" positions in the public and private sectors in northern regions across Canada. The expected result, over time, is the adoption/adaptation of such best practices among northern regions.

2002-2003 Financial Results

	2002-2003 Estimates	2002-2003 Actuals	Variance	Notes
Northern Programs Management				
Minister's Office	290,605.00	203,985.81	(86,619.19)	
Deputy Minister's Office	269,570.00	268,752.56	(817.44)	
Special Projects	60,000.00	69,288.18	9,288.18	
Communications (roll up)	-	2,055.85	2,055.85	
Director, Communications/ Communications & Public Information	188,680.00	179,275.86	(9,404.14)	
Database & IT Management	60,945.00	77,689.14	16,744.14	
Business Management Services	348,200.00	538,533.91	190,333.91	
	1,218,000.00	**1,339,581.31**	**121,581.31**	1
Northern Strategy				
Director, Planning and Performance/ Planning & Performance	**366,000.00**	**306,596.73**	**(59,403.27)**	2
Resource and Policy				
Resource & Industry Development	296,820.00	309,200.60	12,380.60	
Northern Mines Monitoring Secretariat and Environmental Quality Committee	231,180.00	207,831.11	(23,348.89)	
Non-Timber Forest Products	35,000.00	12,153.64	(22,846.36)	
Infrastructure Study	33,000.00	-	(33,000.00)	
	596,000.00	**529,185.35**	**(66,814.65)**	
Economic and Community Development				
Northern Review Board	20,000.00	13,867.89	(6,132.11)	
Assistant Deputy Minister/Regional Planning/Program, Finance & Administration	833,000.00	948,665.99	115,665.99	
	853,000.00	**962,533.88**	**109,533.88**	3
Northern Development Fund				
NDF Loan Loss Provision	600,000.00	325,157.04	(274,842.96)	4
CREDOs	180,000.00	283,381.10	103,381.10	5
Market & Research	220,000.00	263,367.94	43,367.94	
	1,000,000.00	**871,906.08**	**(128,093.92)**	
Commercial Fishing Freight Subsidy and Price Support Program	**445,000.00**	**384,146.18**	**(60,853.82)**	
Saskatchewan Northern Affairs Total	**4,478,000.00**	**4,393,949.53**	**(84,050.47)**	6

Explanations for major variances:

1. Additional expenses were incurred by Northern Programs Management, owing, in part to:
   - Increase in accommodation costs;
   - Purchase of new computer equipment;
   - Purchase of video-conferencing equipment to decrease costs associated with travel to meetings;
   - Renovations.

2. Northern Strategy Expenses were less than original estimates primarily because of staff vacancy.

3. Economic and Community Development incurred additional expenses, in part owning to increased contractual services.

4. NDF Loan Loss provision was less than original estimates because there was a limited requirement to provide for NDF loan losses.

5. Funding of CREDOs (community-based regional economic development organizations) exceeded budget provisions pending decisions respecting the further implementation of regional development corporations within the NAD.

6. Separate from the budget, in support of the Northern Development Accord, $28,000 was transferred from Saskatchewan Industry and Resources.

Our Plan for 2003-2004 and Beyond

Overview of Plan for 2003-2004 and Beyond

Saskatchewan Northern Affairs' Annual Report looks back at the past year, looks ahead, and provides a forecast of challenges and opportunities, as well as plans how to address them. This section of the report shares SNA's plans for the future. It outlines the plans to work toward building more sustainable northern communities, improving the quality of life in the North, and helping individuals and communities become more self-reliant.

This is SNA's second public performance plan. It builds on the plan released last year by pinpointing the areas to work on, refocusing core functions, and identifying planned activities within available resources. The goals and objectives in this plan are multi-year in nature; however, the key actions are generally only for the fiscal year 2003-2004. Several performance measures are under development, and once in place, will gauge the progress SNA makes toward advancing the goals and objectives. The performance plan will continue to evolve as the strategic planning, performance management and public reporting processes mature and stakeholder feedback is incorporated.

In 2003-2004, SNA will continue to engage partners and key stakeholders in the pursuit of our goals and objectives. SNA will invite them to help shape and guide the development of strategic initiatives and objectives in support of advancing the department's mandate and goals.

Plan at a Glance

This is a summary of SNA's plan for 2003-2004 and beyond. It outlines SNA's vision for the future of northern Saskatchewan, and the goals and objectives to achieve this vision. A number of performance measures are under development and will be published in future plans. They will help monitor progress made toward achieving the objectives.

Our Vision

Northern residents and communities will have opportunities to improve their quality of life and increase their self-reliance. With a greater capacity to create a viable social and economic future for themselves, northerners will take a greater role in the social and economic development of their communities and their regions.

Goal 1: Self-Reliant Residents and Communities in the North

Objective 1 – Greater local involvement in resource, industrial and regional economic development planning and decision-making in the North

Performance Measure:
Matrix showing number of key northern stakeholder groups represented on each key SNA committee broken down by community, region and/or stakeholder group (depending on what is appropriate)

Objective 2 – Increased northerner participation in the labour economy

Performance Measure:
Under development

Goal 2: A Viable and Sustainable Northern Economy

Objective 1 – An expanded and diversified northern economy

Performance Measure:
Under development

Objective 2 – Increased management and ownership of businesses by northerners

Performance Measure:
Under Development

Goal 3: Responsive and Effective Government in the North

Objective 1 – Strengthened communication of government initiatives and the opportunities and challenges related to economic development in the North

Performance Measure:
Under development

Objective 2 – Coordinated and transparent policy, program, and project planning and delivery among government departments and northern partners

Performance Measure:
How well the Northern Strategy meets its objectives. (Progress under the Northern Strategy will be measured by a list of milestones)

2003-2004 Budget Overview

The 2003-2004 budget for SNA provides financial support for the initiatives in this plan. The budget focuses on further development of several programs specific to the North.

The following gives a breakdown of SNA's 2003-2004 budget:

Saskatchewan Northern Affairs
2003-2004 Budget
(in thousands of dollars)

Administration	$964
Accommodation and Central Services	$215
Northern Strategy	$666
Resource and Economic Development	$3,674
Total	**$5,519**

The 2003-2004 budget included new initiatives and capital for the North, and included the following funding for initiatives led by SNA:

- $600,000 to undertake initial planning and site assessment work for a proposed project to clean up 42 abandoned uranium mines site in the uranium city area. The project will require federal funding to proceed. for
- $300,000 in new funding for additional contributions under the Northern Development Agreement to ensure the provincial commitment of providing $10 million in funding for northern projects over five years will be met.

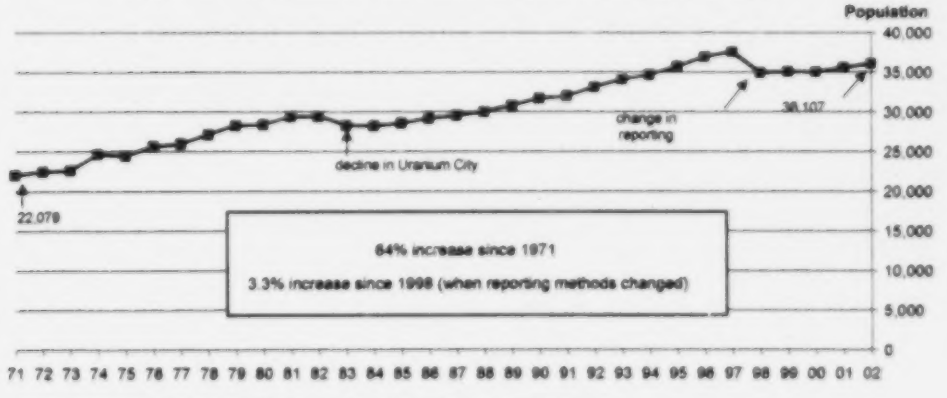
Trends and Issues

SNA serves the Northern Administration District, which is generally the area north of the 54th parallel. The NAD represents about half of the province, geographically. It is approximately 320,000 square km in area and includes a variety of distinct regions based on geography, resource base, population, community and business service development, and human history. This variety makes the delivery of provincial government services in the NAD challenging. The department's performance plan addresses specific trends and issues influencing development in the NAD as well as opportunities for potential development.

Population Trends and Development Challenges

The population of northern Saskatchewan is approximately 36,000.[5] An estimated 81% of that population is of Aboriginal ancestry – Cree, Dené and Métis[6] The northern population is growing (Figure 3) at a faster rate than the rest of Saskatchewan, but has generally lower levels of employment, labour force participation and education.

Figure 3: Population Growth 1971-2002 Northern Saskatchewan



Source: Saskatchewan Health Covered Populations. Note: Decrease in 1998 is due to reporting Registered Indians by place of residence rather than by Indian Band affiliation. Saskatchewan Learning May 2003

[5] Original Source: Saskatchewan Health Covered Populations

[6] Northern Saskatchewan Regional Training Needs Assessment Report, Summer 2002

Northern Affairs works with northern communities and organizations, industry and other government departments and agencies to address the obstacles faced by northerners in addressing social and economic objectives. The shared purpose is to reduce impediments faced in realizing individual and community potential in northern Saskatchewan.

Economic Opportunities

Economic opportunities exist through forestry, mining, tourism, construction, human services delivery and traditional resource use activity. Many in the North do not have the means to identify, develop or to take advantage of these opportunities so assisting northerners to do so is essential to northern development.

More specific opportunities by key sectors are:

a) Forestry

Saskatchewan's forest sector continues to hold the potential for new employment and business opportunities for northerners over the next several years. Continued implementation of Saskatchewan's commercial forest sector expansion strategy will provide opportunity for more sustainable jobs for northerners in all facets of forest operations and management, including non-timber forest products.

b) Mining

SNA continues to negotiate and administer surface lease agreements for all mining operations in the NAD. Surface leases reinforce companies' obligations to meet Saskatchewan environmental protection and worker health and safety standards at mine sites. The surface leases set a framework for mining companies and government agencies to work together to help northern employees, contractors and businesses realize maximum benefits from these operations.

c) Tourism

A growing demand for Aboriginal culture experiences and outdoor adventure offers potential for northern tourism operators. To better capitalize on such opportunities, the tourism sector needs to develop a powerful and persuasive marketing program, better facilities, improved access to financing and development incentives, and a well-trained and stable workforce with skills in hospitality, management, support services and customer service.

d) Traditional Resource Use Activity

Traditional resource harvesting provided northerners with revenues of more than $10 million in 2000. The sector holds opportunities for development, but faces barriers of long distance to markets, small product quantities, low/variable prices, minimal marketing and promotion, and a limited number of entrepreneurs with international sales connections. Saskatchewan's commercial fishing industry is an area being assessed by the province and the industry for potential growth and revitalization. The wild rice industry is another potential area for growth. This industry, although weather-dependent, has an advantage over special forest products by having a marketing structure, modest research and development, and an organic certification strategy that could improve returns to growers.

Changes from 2002-03 Performance Plan

The goals and objectives included in the department's 2003-2004 Performance Plan remain largely unchanged from those published in our 2002-2003 Performance Plan. SNA has made a few wording changes to clarify the intent of the objectives but has not changed the strategic intent of the plan. The changes will enable the department to better gauge the success of its actions in the North and increase its overall effectiveness and accountability.

These changes were made to SNA's objectives:

- Goal 1, Objective 1 was reworded to highlight SNA's core focus on resource, industry and regional economic development;
- Former Goal 1, Objective 2 and 3 were consolidated into a single new objective that better accommodates key actions related to training and workforce development. The new consolidated objective allows for more consistent reporting on SNA's northern training, advocacy and business/employment development initiatives;
- Goal 3, Objective 1 and 2 were interchanged and slightly reworded. Goal 3, Objective 1 was reworded to communicate the opportunities and challenges related to economic development in the North. Goal 3, Objective 2 was reworded to emphasize the important coordination and developmental efforts between government and its partners, particularly with respect to both policy and project development. It also continues to reflect the importance of transparency.

As SNA's performance plan continues to evolve, new measures to provide a more balanced means for users to assess performance will be added. For 2003-2004 these performance measures were added:

- Goal 1, Objective 1: The number of key northern stakeholders groups represented on each key committee supported by SNA, broken down by community, region, and/or stakeholder group (depending on what is appropriate);
- Goal 3, Objective 2: How well the Northern Strategy meets its objectives.

Performance measures are under development for other objectives, systems are being developed to capture data to measure where SNA is starting from to measure progress against.

Where we are headed, what we intend to do and how we will measure progress

This section contains SNA's strategic goals and objectives, and certain key actions to undertake in 2003-2004 to move toward achieving them. Several performance measures are under development and will be published in the future to measure progress.

GOAL 1 - Self-reliant residents and communities in the North

Objective 1 - Greater local involvement in resource, industrial and regional economic development planning and decision-making in the North

Northerners need to have greater local and regional input in decision-making in the NAD. To do so, northerners need to be better represented in public advisory and decision-making roles and to know their views and concerns are being advanced and considered.

Although substantial progress has been made toward having decisions affecting northerners made in the North, local planning and decision-making initiatives need to be further promoted and supported in the NAD. Effective northern representation on local committees and boards is essential in public decision-making efforts. Proper accountability and communication linkages between committees and stakeholder groups are critical.

Key Actions for 2003-2004

Building Northern Capacity in Regional / Sector Planning

Provide advice on the implementation of the Northern Development Board Corporation (NDBC).

Fully operationalize new Regional Development Corporations (RDCs) to replace community-based organizations (CREDOs) — and support their effective involvement in regional economic development planning and decision-making.

Provide direct organizational, technical and advisory support to regional economic development organizations and wider community-based groups in areas of organizational development, commercial ventures planning and regional/sectoral planning.

Develop a northern tourism strategy framework in conjunction with the Northern Tourism Task Team in order to set the foundations for more integrated tourism planning and development in the NAD.

- Implement community/regional tourism planning models in four[7] pilot communities that have expressed interest in undertaking such a process.

Facilitating Public Consultations Related to Mining Developments

Facilitate public consultations through the Environmental Quality Committee (EQC), related to uranium mining developments, focusing on environmental protection, worker and public health and safety, and northern benefits related to such key industry initiatives in 2003-2004 and 2004-2005, including:

- Cameco Corporation's advancement of the Cigar Lake project to a production phase, subject to market conditions and other factors;
- Decommissioning and reclamation of Cogema's Cluff Lake operation as well as abandoned uranium mines;

[7] Originally three pilot projects, but will proceed with one additional community pilot project. Several communities expressed interest, the Task Team identified four community finalists.

	• Cameco Corporation's desire to gain environmental approvals for the milling at Key Lake of recyclable products. Establish new policies and procedures supporting EQC representatives' review of (and inputs into) companies' partial surrenders of their uranium surface leases. Gather support from industry and member Northern Mines Monitoring Secretariat (NMMS) member departments to expand northern communities' awareness and understanding of northern mining industry opportunities and challenges, and the EQC's role in monitoring development of the industry. Further strengthen EQC communications, via such potential initiatives as continued school presentations on industry-specific programs, further youth involvement in its initiatives, and possible solicitation of community-nominated youth representatives on the committee. Document progress/fulfillment and plans to address any outstanding provincial commitments to enhanced northerner involvement in monitoring northern uranium mining developments and their regulation, as contained in the province's 1993, 1997 and 1998 formal public responses to the recommendations of the 1993-97 Federal-Provincial Uranium Review Panel.

What are we measuring?	Where are we starting?
The number of key northern stakeholders groups represented on each key committee supported by SNA, broken down by community, region and/or stakeholder group (depending on what is appropriate) – presented in matrix. SNA Key Committees: • Northern Review Board (NRB) • Environmental Quality Committee (EQC) • Northern Development Board (NDB) • Northwest Development Council • Regional Development Corporations The main purpose of the matrix would be to help identify gaps in representation. SNA will identify gaps in stakeholder or regional representation on committees and work on filling these gaps. SNA's level of influence varies with each committee. In several cases, the appointment of committee members rests with the constituencies represented. With the NRB, SNA appoints all members on the board. There is a need to balance representation with efficiency. Committees must be a manageable and cost-effective size. Several of the members on SNA committees may sit on other boards and committees, thereby bringing a variety of perspectives to the table.	Refer to the matrix in Appendix B for a listing of northern stakeholders, regional and community representatives on key SNA Committees. The baseline year is April 1, 2002 - March 31, 2003. The matrix represents committee composition as of March 31, 2003. Regional Development Corporations (to be extended in 2003-2004) are not included in the existing matrix.

Objective 2 - Increased northerner participation in the labour economy	Key Actions for 2003-2004
Limited education, limited mobility, skill development, workplace experience and access to training impede the ability of northerners to compete for jobs. Northerners need further access to relevant training to effectively participate in the workforce. They need opportunities to gain essential skills and experience to compete for jobs. SNA will continue to support initiatives designed to develop innovative and responsive solutions to job-related training in the North. Developing a skilled labour force and enabling northerners to play a more active role in the northern economy requires more than training. Economic opportunities exist in the northern mining, forestry, tourism, construction, and human services sectors, but many northerners lack the means to identify or take advantage of these opportunities. Northerners need better access to information about employment opportunities. Industry, businesses and government must also play a role by more effectively communicating human resource, taking part in the development or delivery of job-related training and apprenticeship programs, and supporting the participation of northerners in their workforce. SNA will continue to work with northerners and industry to ensure northerners are active participants in key resource sectors, particularly mining and forestry.	**<u>Advocate and advise training and workforce development</u>** Co-chair the Northern Labour Market Committee and continue to play an active support and advisory role in key sectoral sub-committees. Work with relevant government departments, partners and industry in the North to maintain or increase post-secondary skills and apprenticeship training opportunities in the North, particularly in high demand professional, trade and technical occupations in the forest, mineral and oil sands sectors. Co-lead and/or provide technical advice in the development of new training programs and workshops in the areas of: commercial fishing (with the Commercial Fishing Sector Partnership), community-based tourism careers for youth (with Saskatchewan Tourism Education Council); and non-timber resource harvesting. Based on evaluation of the 2001-2002 & 2002-2003 northern forestry business incubator pilot, SNA will determine the feasibility of implementing a more permanent forestry business incubator beginning in 2003-2004. Investigate, through the Northern Labour Market Committee, potential negotiation of a third, five-year mineral sector Multi-Party Training Plan with federal, industry and northern Aboriginal partners. Support northern resource sector and business development (and employment creation) through actions noted under Goal 2, Objective 1 and 2. Create or maintain an estimated 135 jobs through the $2.5M Northern Development Fund by providing commercial loans to business and primary production loans to trappers, commercial fishers and wild rice growers. Assess and review the Northern Hire Policy to improve training and recruitment initiatives within the public sector.

What are we measuring?	Where are we starting?
Under development SNA currently collects information on the anticipated number of jobs created or maintained through the Northern Development Fund. In 2003-2004, SNA will be establishing a new data collection system to distinguish between full-time, part-time, and seasonal jobs.	Under development

GOAL 2 - A viable and sustainable northern economy

Objective 1 - An expanded and diversified northern economy	Key Actions for 2003-2004
A strong and diversified northern economy will improve the quality of life for northerners by offering more diverse employment options and increasing local resilience to market fluctuations. Northern Affairs will work with private industry and the public sector to facilitate and stimulate business development in the NAD.	**Mineral Sector** Continue ongoing administration of 14 surface leases including: processing of surrenders and assignments; responses to industry/public inquiries; monitoring and taking corrective actions regarding industry compliance with (and provincial officials' due diligence around) socio-economic benefits obligations (e.g. business opportunity forecasts, business participation reports, traditional resource user compensation reports). Continue efforts to increase the existing 50.3 per cent northerner employment rate on sites and northerners' $85 million (53 percent) share of contract goods and services supply opportunities tied to these operations. More specific initiatives include: • Renegotiating Cigar Lake, Rabbit Lake and Beaverlodge surface leases; and • Completing partial surrenders for the Cluff Lake, McClean Lake and Beaverlodge surface leases, subject to establishment of a new Provincial Institutional Control Policy by Saskatchewan Environment. Lead the negotiation of a desired $30 million Canada-Saskatchewan Agreement under the Northern Development Accord for the clean-up of abandoned northern Saskatchewan uranium mine sites. Lead the completion of immediate site safety improvement activities at the abandoned Gunnar uranium mine site and undertake project scoping work in anticipation of a commitment of federal funding for the clean-up of abandoned uranium mine sites in northern Saskatchewan.

	Forest Sector Provide ongoing technical advisory and/or financial support to new northern commercial forest sector partners and developments under the Forest Economic Development Strategy, e.g. La Loche Wood Products and Green Lake Métis Wood Products. Examples of key initiatives planned for 2003-2004 include: • Assisting Northwest Communities Wood Products to secure continued pre-operational funding support to undertake business development planning and confirmation of additional business partnerships; and • Assisting northern forestry and forest products' businesses to adjust to emerging forest sector constraints and opportunities. **Non-Timber Resource Harvesting** Continue to co-lead with Saskatchewan Agriculture Food and Rural Revitalization development of a Non-Timber Forest Products Strategy for Northern Saskatchewan including: • Identification of public and private sector partners to assist development and delivery; and • Partnerships with Kitsaki Management Limited Partnership and Delta Trappers and Outfitters Co-operative in developing training workshops and non-timber forest products pilot projects. Provide continued support to the wild rice industry including: • Supporting the expansion of organic certification for the entire northern wild rice industry; • Supporting industry-wide marketing efforts; and • Provide technical advice, assistance in business plan development and possibly financing for a new processing plant to increase processing capacity. **Commercial Fisheries Sector** Continue to implement the provincial fisheries strategy including: • Completing two remaining lakeside improvement projects under the Centenary Fund;

	• Planning, development and financing for Athabasca fisheries revitalization; and • Providing support for re-organization and revitalization of Commercial fisheries co-operatives. Support the development of a Saskatchewan-based fish processing facility (estimated to cost $3.5 million and create 30 direct jobs) through the provision of technical and organizational assistance in project development, financing and training. The project is intended to contribute to the goal of doubling the commercial fishing industry over the next five years. **Enabling Infrastructure** Advise local committees and assist in assessments and development of business cases to advocate for specific "enabling" infrastructure that would support regional economic development, including: • Access to natural gas in the La Ronge area; • Increased cell-phone coverage in the Northwest; • Increased/improved road access in the Athabasca region; and • Access to SaskTel High Speed Internet in unserviced areas.

What are we measuring?	**Where are we starting?**
Under development SNA is developing this measure. A data collection system will be established to monitor business development and diversification of initiatives SNA has more direct impact through businesses support services. The data collected will serve as a starting point to measure progress.	Under development

Objective 2 - Increased management and ownership of businesses by northerners	**Key Actions for 2003-2004**
The number of businesses in the NAD and the number of businesses owned by northerners are indicative of how strong the local economy is. The number of businesses owned and managed by northerners in the NAD is important to the long-term economic success of the region. Through ownership and operation of northern businesses, northerners are more actively involved in the local economy, work force and community. Keeping a greater portion of business revenues in the North encourages more spending locally and reinvestment in the community which, in turn, fosters more resilient and diversified economies.	Continue to provide support for business and sectoral development through various forms of financing under the Northern Development Fund (NDF), including: • Commercial loans to northern businesses; • Primary production loans to trappers, commercial fishers and wild rice growers; • Grants for: marketing, research and development; youth entrepreneurship initiatives, organizational development and business skills training. Increasingly focus investments on strategic economic/sectoral priorities identified in conjunction with the Northern Review Board. Continue managing orderly and effective wind down of the Northern Revolving Loan Fund. Investigate the feasibility of a new northern partnership company being established that provide the requisite expertise to undertake the clean-up of abandoned uranium mine sites in northern Saskatchewan, subject to confirmation of federal funding for the proposed multi-year project. **<u>Capacity Building and Technical Support Services</u>** Provide technical advisory support services to northern businesses, co-operatives and industries including: • Advisory support services in business planning and development, financing, marketing; • Sector-wide planning and skill development support; and • Co-operative support services in organization development, policies, planning, legislative compliance, project development, and key sector strategies.

What are we measuring?	Where are we starting?
Under Development SNA is developing a system to measure increased ownership of businesses by northerners. SNA has a direct impact on influencing the number of businesses owned by northerners through programs and services offered (e.g. NDF loan and grant program, business advisory support services). SNA indirectly influences the number of businesses owned by northerners by referring entrepreneurs to loan agencies.	Under Development

GOAL 3 - Responsive and effective government in the North

Objective 1 - Strengthened communication of government initiatives and the opportunities and challenges related to economic development in the North	Key Actions for 2003-2004
Effective communication about existing government programming is key to the success of such programs. Existing communication vehicles may need to be enhanced to more effectively raise awareness levels of government programs in the North. Public reporting on northern initiatives is an essential part of improving transparency and public accountability. This can be accomplished through a variety of reporting vehicles including: newsletters, radio and advertising of SNA programs and initiatives. These communication tools will help northerners better understand provincial government programs and initiatives carried out in the North and available to them.	During 2003-2004, SNA will assess northerners' awareness of particular government programs and communication vehicles. Results will be shared with other government departments and agencies in determining if there are options for improving the availability of program information to northern residents. In the meantime, SNA will again produce two issues of Northern Focus newsletter annually and continue to produce 30 episodes of the Northern Focus radio program. Through the EQC, Northern Affairs will continue to support publication of the Opportunity North insert that specifically provides public information respecting the northern uranium mining industry and associated socio-economic and environmental topics. SNA will also continue to produce the weekly "You Were Asking" feature on Missinipe Broadcasting Corporation radio to address northerners' concerns and interests about the uranium industry's operations, how it is regulated and its future development. Communicate training, employment and business opportunities. Some key communications over the next two years will focus on:

	• Northern training, apprenticeship and employment opportunities; • Softwood/hardwood value-added processing options and developments around the softwood lumber dispute; • Employment opportunities in the Alberta oil sands. SNA will also: • Publicize the Northern Development Fund (including promotion at sector expositions and conferences). • Ensure northern communities are kept informed of the abandoned uranium mine site decommissioning negotiations and become full partners in implementing the decommissioning projects. • Provide technical advice and financing, in 2003-2004 and 2004-2005, to support development of a Northern Awareness Enhancement Campaign on behalf of the 11 member jurisdictions (including Canada) comprising the Northern Development Ministers' Forum.

What are we measuring?	**Where are we starting from?**
Under development Early in 2003-2004, SNA will determine representative Northerners' awareness about, and satisfaction with, SNA's a) communications' vehicles/programs; and b) programs and services. Based on the responses, SNA will determine how to better communicate programs in the future.	Under development

Objective 2 - Coordinated and transparent policy, program, and project planning and delivery among government departments and northern partners

One of SNA's responsibilities is to improve planning and coordination of activities between provincial and federal government departments and northerners. Successful planning and coordination will increase the effectiveness of programs and initiatives, and will positively impact northern communities and residents.

While the department seeks to continually improve internal-external coordination and northerner participation in all aspects of its mandate, over the next several years SNA will put particular emphasis on working with federal, provincial and northern partners to:

- Improve coordination and deliver on key commitments under the province's Northern Strategy;
- Streamline and increase the effectiveness, clarity and communication of the province's mining policy and regulations; and
- Improve departmental accountability and communications with northern stakeholders.

Key Actions for 2003-2004

Coordination of Northern Strategy

With other provincial departments, develop a cross-governmental strategic plan for the Northern Strategy aimed at: building a common vision for the North; addressing key gaps and overlaps in current government services; improving government effectiveness and efficiency; and advancing selected cross-departmental priorities not falling within any one department's mandate.

Coordinate the planning and delivery of investments under the Northern Development Agreement (NDA) in conjunction with provincial/federal government and northern partners, including:

- Operationalizing the Tripartite Management Committee (TMC) decision-making processes, communication structures and investment delivery procedures. The role of the committee is to administer and establish the Northern Development Agreement. The committee consists of two members each from the Northern Development Board Corporation, provincial and federal governments;
- Clarifying decision-making, communication and delivery frameworks under the Northern Development Agreement to ensure all involved parties have an understanding of their roles, expectations, responsibilities and accountabilities; and
- Identifying and prioritizing key infrastructure and capacity building initiatives to receive NDA funding, project eligibility criteria and coordinating project implementation in conjunction with the delivery agencies.

Establish and improve communication and accountability structures among governmental and with northern partners, including:

- Establishing clear communication and consultation procedures among the Northern Development Board and relevant provincial/federal government bodies under the Northern Strategy;

- Ensuring better integration of plans, to avoid working at cross purposes, to effect a common understanding and acceptance of goals, to implement enabling mechanisms to work cooperatively and to make effective use of resources.

Support the Northern Development Board in establishing effective linkages with wider northern stakeholders.

Coordination of Northern Mining Policy

In conjunction with regulatory agencies in the mineral sector, document current practices, regulatory requirements and policies and address current problems, gaps, shortfalls to ensure clearer procedures and more coordinated provincial responses to industry operators concerning:

- Information on requirements (a "roadmap") companies must meet to move from mine exploration, to development, operations, decommissioning and eventual release from their surface lease; and
- Interest in developing quarrying operations.

Strengthen long-term investment environment for northern mining sector by clarifying and streamlining tenure-related regulatory requirements. An example of specific proposed initiative include:

- Assisting Saskatchewan Environment (SE) to establish appropriate "Institutional Control" policies and procedures for decommissioned and reclaimed lands on mine sites that are to revert to provincial control.

Building Transparency and Accountability

Improve accountability and communications with northern stakeholders.

Establish measures to better inform decision-making and to gauge and communicate the department's contributions more effectively.

Evaluate and monitor the effectiveness of the Northern Fish Transportation Subsidy and Price Support Program and Northern Development Fund Programs.

What are we measuring?	Where are we starting from?
How well the Northern Strategy meets its objectives. Under the Northern Strategy, northern partners and federal and provincial governments have the opportunity to discuss and address northern issues. Because SNA is the provincial department with primary responsibility for coordinating the Northern Strategy, the effectiveness and success of the Strategy to fulfil its obligations will be a clear indication if SNA is successful in its planning and coordinating roles.	Progress under the Northern Strategy will be measured by a list of milestones. **List of Key 2003-2004 Milestones** **Cross-Governmental Strategic Plan** • Development of the cross-governmental strategic plan for the Northern Strategy with other partnering departments. **Northern Development Agreement** Finalize and operationalize TMC decision-making tools and processes, communication structures and investment delivery procedures, including: • Development of NDA Application package and guidelines; • Development of project review protocol and a Project Ranking Guide; • Development of a Performance Measurement Strategy; • Establishment and operationalization of a Provincial Planning and Accountability Committee responsible for advising and coordinating departmental input into NDA decisions; and • Development and release of one or more Calls for Proposals (frequency dependent on the number, value and quality of proposals received). Invest $4-5 million in combined federal-provincial NDA funds in 2003-04 (or between 20-25% of the $20 million dedicated to the NDA over the five year term of the agreement). Support the Northern Development Board in formulating its strategic direction for the North. **Communication And Accountability Structures** • Development of formalized communication arrangements and protocols between departmental committees involved in the Northern Strategy and the Northern Development Board Corporation. • Initiation of dialogue between departments involved in the Northern Strategy and Northern Development Board on their respective visions and proposed strategic directions for the North and areas for potential collaboration.

Where to Obtain Additional Information

If you would like to obtain further information, ask questions or provide comments on the Annual Report, or would like additional copies, please contact:

Executive Director
Planning and Performance Management
5th Floor, 1919 Saskatchewan Drive
REGINA, SK
S4P 3V7
306-787-0174

or

Communications Director
Saskatchewan Northern Affairs
5th Floor, 1919 Saskatchewan Drive
REGINA, SK
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306-787-5061

For further information relating to the department's programs, please visit us online at:
http://www.northern.gov.sk.ca/index.html

Appendix A – Saskatchewan Northern Affairs' Key Partners and Stakeholders

Regional Development Corporations
Athabasca Economic Development and Training Corporation (AEDTC)
Central Cree Economic Development Corporation
Creighton Economic Development and Tourism
La Ronge/Air Ronge Community Development
North East Development Association (NEDA)

Federal Government
Indian and Northern Affairs Canada (INAC)
Western Diversification (WD)

First Nations
Birch Narrows Dene Nation
Black Lake Denesuline Nation
Buffalo River Dene Nation
Canoe Lake Cree nation
Clearwater River Dene Nation
Cumberland House Cree Nation
English River First Nation
Fond du Lac Denesuline Nation
Hatchet Lake Denesuline Nation
Lac La Ronge Indian Band
Meadow Lake Tribal Council
Montreal Lake Cree Nation
Peter Ballantyne Cree Nation
Prince Albert Grand Council

Inter-Provincial
Northern Development Ministers Forum
Alberta - Northern Alberta Development Council
B.C. - Ministry of Competition, Science & Enterprise
Manitoba - Aboriginal and Northern Affairs
Newfoundland & Labrador - Labrador and Aboriginal Affairs
Nunavut - Department of Sustainable Development
Northwest Territories - Resources, Wildlife and Economic Development
Ontario - Ministry of Northern Development and Mines
Quebec - Ministere des regions
Yukon - Department of Finance

Provincial
Northern Strategy Partners
Community Resources and Employment
Corrections and Public Safety
Crown Investment Corporation
Culture, Youth and Recreation
Environment
Executive Council
Finance
Government Relations and Aboriginal Affairs
Health
Highways and Transportation
Industry and Resources
Justice
Learning

Municipal
New North
Northern Town of Creighton
Northern Town of La Ronge
Northern Village of Air Ronge
Northern Village of Beauval
Northern Village of Buffalo Narrows
Northern Village of Cole Bay
Northern Village of Cumberland House
Northern Village of Denare Beach
Northern Village of Green Lake
Northern Village of Ile a la Crosse
Northern Village of Jans Bay
Northern Village of La Loche
Northern Village of Pelican Narrows
Northern Village of Pinehouse
Northern Village of Sandy Bay
Northern Hamlet of Dore Lake
Northern Hamlet of Michel Village
Northern Hamlet of Missinipe
Northern Hamlet of Patuanak
Northern Hamlet of St. George's Hill
Northern Hamlet of Stony Rapids
Northern Hamlet of Timber Bay
Northern Hamlet of Turnor Lake
Northern Hamlet of Weyakwin
Northern Settlement of Bear Creek
Northern Settlement of Black Point
Northern Settlement of Brabant Lake
Northern Settlement of Camsell Portage
Northern Settlement of Descharme Lake
Northern Settlement of Garson Lake
Northern Settlement of Sled Lake
Northern Settlement of Southend
Northern Settlement of Stanley Mission
Northern Settlement of Uranium City
Northern Settlement of Wollaston Lake

Northern Boards
Northern Development Board Corporation (NDBC)
Northern Labour Market Committee (NLMC)
Northern Review Board (NRB)

Northwest Regional Development Council
Northern Revenue Sharing Trust Account

Economic Development Sector
Aboriginal Business Canada (ABC)
Clarence Campeau Development Fund (CCDF)
Beaver River Community Futures Development Corporation (BRCFDC)
Northern Enterprise Fund (NEF)
Saskatchewan Indian Equity Foundation (SIEF)
Saskatchewan Native Economic Development Corporation (SNEDCO)
Visions North Community Futures Corporation

Forestry Sector
Green Lake Métis Wood Products
Methy Maintenance and Construction Corporation
Millar Western Pulp (Meadow Lake) Ltd.
Mistik Management
North West Communities Wood Products Ltd.
Norsask Forest Products Inc.
Prince Albert Model Forest
Saskatchewan Forest Centre
Weyerhaeuser Saskatchewan Ltd.

Health Sector
Athabasca Health Authority
Keewatin Yatthé Regional Health Authority
Mamawetan Churchill River Regional Health Authority

Learning Sector
Canada-Saskatchewan Career Employment Service Centre
Creighton School Division
Jim Brady Development Corporation
Human Resources Development Canada (HRDC)
Ile a la Crosse School Division
Keewatin Career Development Corp (KCDC)
Métis Employment and Training Board
Métis Pathways Board
North Cote Métis Development Corporation
Northern Lights School Division
Northlands College
Northern Teacher Education Program (NORTEP)
SIAST - PA Campus
SIFC - La Ronge Campus
Woodlands Cree Enterprises Inc.

Mining Sector
Cameco Corporation
Claude Resources Inc.
Cogema
Environmental Quality Committee (EQC)
Hudson Bay Mining and Smelting (HBMS)
Saskatchewan Mining Association - Uranium Sector
Northern Mines Monitoring Secretariat

Tourism Sector
Northern Tourism Task Team
Northern Saskatchewan Tourism Region
Saskatchewan Outfitters Association
Tourism Saskatchewan

Traditional Sector
Saskatchewan Commercial Fishermen Ltd.
Saskatchewan Wild Rice Council
Saskatchewan Indian Agriculture Program (SIAP)
Northern Saskatchewan Trappers Association

Transportation Sector
North North East Transportation Planning Committee
North North West Transportation Planning Committee

Appendix B – Northern Stakeholders, Regional and Community Representation on Key Committees supported by Saskatchewan Northern Affairs

	Number of Members from Stakeholder Groups, Regions or Communities			
	Northern Review Board (NRB)[8]	Environmental Quality Committee (EQC)[9]	Northern Development Board (NDB)	Northwest Development Council (NWDC)[10]
Political Entities				
Athabasca Economic Development & Training Council (AEDTC)			2	
Meadow Lake Tribal Council (MLTC)			2	
Métis Nation of Saskatchewan (MNS)			4	
Prince Albert Grand Council (PAGC)			2	
Saskatchewan Association of Northern Communities (SANC) – New North			2	
Regional Representation				
Athabasca Region	1		2[11]	
Central Region	1			
East Side	2			
West Side	2			
Northern Communities				
Air Ronge		1		
Bear Creek				
Beauval		1		2
Black Lake		1		
Black Point				
Brabant Lake		1		
Buffalo Narrows		1		1
Camsell Portage		1		
Canoe Narrows				1
Cole Bay				1
Creighton				
Cumberland House		1		
Cumberland House Cree Nation		1		
Denare Beach		1		
Descharme Lake				
Dillon - Buffalo River Dene Nation		1		
Dore Lake				
Fond du Lac		1		
Garson Lake				
Green Lake		1		1
Ile a la Crosse		1		2
Jans Bay		1		
La Loche		1		
Lac La Ronge Indian Band - Grandmother's Bay - Hall Lake - La Ronge - Stanley Mission - Sucker River		1		

[8] There are currently two vacancies in the NRB. The vacant positions will be filled to ensure balanced regional representation.
[9] The EQC is comprised of representatives of the "impact communities" as defined by Human Resource Development Agreement negotiated for each uranium mine.
[10] The NWDC is a Regional Organization comprised of communities mainly in the north "west" region. The communities in this region are listed after this base matrix. In the future, other Regional Development Corporations will be added to this matrix once set up.
[11] On the NDB, interests of communities in the Athabasca Region are met through the representation of the Athabasca Economic Development and Training Corporation (AEDTC).

Appendix B – Northern Stakeholders Regional and Community Representation on Key Committees supported by Saskatchewan Northern Affairs

	Number of Members from Stakeholder Groups, Regions or Communities			
	Northern Review Board (NRB)[1]	Environmental Quality Committee (EQC)[2]	Northern Development Board (NDB)	Northwest Development Council (NWDC)[3]
Political Entities				
Regional Representation				
Athabasca Region				
Central Region				
East Side				
West Side				
Northern Communities				

	Number of Members from Stakeholder Groups, Regions or Communities		
Northern Review Board (NRB)[3]	Environmental Quality Committee (EQC)[3]	Northern Development Board (NDB)	Northwest Development Council (NWDC)[4]

Appendix C – Glossary

CEMP	Cumulative Effects Monitoring Program
CIC	Crown Investments Corporation
CREDO	Community-based Regional Economic Development Organization
CVMPP	Community Vitality Monitoring Partnership Program
EQC	Environmental Quality Committee
GLNWP	Green Lake Metis Wood Products Ltd.
NDB	Northern Development Board
NPTP	Multi-Party Training Plan
NAD	Northern Administration District
NDA	Northern Development Accord
NDBC	Northern Development Board Corporation
NDF	Northern Development Fund
NLMC	Northern Labour Market Committee
NMMS	Northern Mines Monitoring Secretariat
NRB	Northern Review Board
NTFP	Non-timber Forest Products
NWDC	NorthWest Development Council
NWCWP	NorthWest Community Wood Products
PBCN	Peter Ballantyne Cree Nation
PSEST	Post Secondary Education & Skills Training
SAFRR	Saskatchewan Agriculture, Food and Rural Revitalization
SE	Saskatchewan Environment
SNA	Saskatchewan Northern Affairs

	Number of Members from Stakeholder Groups, Regions or Communities			
	Northern Review Board (NRB)[9]	Environmental Quality Committee (EQC)[9]	Northern Development Board (NDB)	Northwest Development Council (NWDC)[10]
La Ronge		1		
Michel Village		1		1
Missinipe				
Montreal Lake Cree Nation		1		
Patuanak		1		
Patuanak - English River First Nation		1		1
Pelican Narrows				
Peter Ballantyne Cree Nation - Denare Beach - Deschambeault Lake - Kinoosao - Pelican Narrows - Sandy Bay - Southend - Sturgeon Landing		1		
Pinehouse		1		1
Sandy Bay		1		
Sled Lake				
Southend				
St. George's Hill		1		
Stanley Mission				
Stony Rapids		1		
Timber Bay				
Turnor Lake				
Turnor Lake - Birch Narrows First Nation		1		
Uranium City		1		
Weyakwin		1		
Wollaston Lake				
Wollaston Lake - Hatchet Lake First Nation		1		

Appendix C – Glossary

CEMP ..... Cumulative Effects Monitoring Program
CIC ..... Crown Investments Corporation
CREDO ..... Community-based Regional Economic Development Organization
CVMPP ..... Community Vitality Monitoring Partnership Program
EQC ..... Environmental Quality Committee
GLMWP ..... Green Lake Métis Wood Products Ltd.
INDB ..... Interim Northern Development Board
MPTP ..... Multi-Party Training Plan
NAD ..... Northern Administration District
NDA ..... Northern Development Accord
NDBC ..... Northern Development Board Corporation
NDF ..... Northern Development Fund
NLMC ..... Northern Labour Market Committee
NMMS ..... Northern Mines Monitoring Secretariat
NRB ..... Northern Review Board
NTFP ..... Non-timber Forest Products
NWDC ..... Northwest Development Council
NWCWP ..... Northwest Community Wood Products
PBCN ..... Peter Ballantyne Cree Nation
PSEST ..... Post Secondary Education & Skills Training
SAFRR ..... Saskatchewan Agriculture, Food and Rural Revitalization
SE ..... Saskatchewan Environment
SNA ..... Saskatchewan Northern Affairs